
IN TOUCH

PACAFRP 52-1

June 1998



PACAF Command Chaplain's Newsletter

Chaplain, Colonel Richard B. Higgins

TRANSITIONS

The moving vans are everywhere. It must be summer in PACAF (and everywhere else). Thirty two of our 52 chaplains and 17 of our 45 Chaplain Service Support Personnel (CSSP) relocate this summer. Some are retiring and moving to new careers. Others are off to perceived “greener” pastures! As seasoned veterans of the theater depart to be succeeded by neophytes, I need to address three issues.

First of all, a note of gratitude to all who depart the theater. During your time in PACAF you have given generously in service to our colleagues in uniform. You have sacrificed much but you have left an indelible footprint wherever you have served. You have touched and changed the lives of many and enriched our communities with your presence. Thank you for your outstanding service.

Secondly, as we say farewell to some, we welcome others to our command. As the early Christians were known for their love of one another, we too should stand out in our practice of the virtue of hospitality. Those who succeed us should experience a welcome that exceeds their wildest expectations. It should reflect a genuine concern for their well being and an understanding and appreciation of their feelings and emotions as they step into their new surroundings. Welcoming the stranger is a true act of charity. Remember what it was like when you stepped off the “rotator” just a few months back!

The first few days at a new assignment are critical and often set the tone for ministry during the remainder of one's tour in a command. Senior chaplains and NCOICs should pay particular attention to creating a wholesome, caring atmosphere that recognizes the unique talents and gifts of chapel staff and fosters appreciation for their diversity. Build upon the legacy of the previous staff while you provide the vision and set the tone for the future.

Lastly, I ask that senior chaplains and NCOICs recognize the opportunities presented by the influx of newcomers to your base. They will be searching for a church home during their first few days at your installation. While our base chapels may not meet everyone's needs, we certainly can increase our sensitivity to those who are searching. A congregation, a pastor, and a chapel staff that exude hospitality and relevancy attract worshippers.

So, as we continue to dialogue and experiment with Global Ministry we are grateful for the contributions of so many of you who depart the command. May God bless you and walk with you as you continue your journey. We welcome the new arrivals in theater who come to us with extensive experience and fresh insights into ministry. We wish you every blessing as you assume your new responsibilities and explore the superb opportunities that abound in PACAF. Aloha!

Moving From Military Drawdowns To Force Shaping

Rewritten from CMSgt Gene A. Rausch E-Mail dated 5/13/98

The Air Force focus has shifted from large voluntary loss programs to retention and force stability to meet mission requirements. Many of the exceptions to AF policy during the drawdown (like liberal waivers of active duty service commitments) are no longer necessary.

The Air Force will not offer an enlisted drawdown program nor will it offer a line officer drawdown program. A small, tailored officer force-shaping program for non-line corps is possible. Any drawdown program for FY00 or beyond will be very limited and won't come into focus until QDR and CS&P decisions are made.

The deadline for applications under the FY98 drawdown program has passed, and no requests for temporary early retirement authority (TERA), limited active duty service commitment (LADSC) waivers, or other specific exceptions to policy tied to the drawdown. The long standing Air Force policy prevails—for example, separation requests require 6-month application lead time before the date of separation; retirement applications require 4-months lead time; palace chase actions will be contingent upon air force manning; waivers to ADSC will be rare and only in hardship/humanitarian cases; and acceleration of mandatory dates of separation (for example, for officers twice-nonselected for promotion) will likewise be limited to hardship/humanitarian circumstances.

First-term attrition is a significant leadership concern. Commanders and separation authorities must weigh these factors as they evaluate “miscellaneous reasons” voluntary separation requests (you can anticipate “miscellaneous reasons” separation policy adjustments in the near future). When airmen enlist, reenlist, or extend their enlistment, they obligate themselves to serve the full term.

Congress is considering a proposal to extend authority to use the special drawdown tools beyond FY99. These tools are important to the Air Force ability to continue shaping the force through voluntary measures, but they will be used sparingly and judiciously. Every officer, airman, NCO, and senior NCO should plan on serving their entire service obligation.

For civilian members, the approach to reductions will continue as it has over the past several years. Although the reductions will be driven more from CS&P and QDR rather than from nonprogrammatic reductions, we will continue to use incentivized transition programs, such as voluntary separation incentive pay, voluntary early retirement authority, and the priority placement program. Every effort will continue to be made to minimize adverse actions to the civilian workforce.

The bottom line of what we see for the near term is we have moved from a drawdown to a force-shaping mode with emphasis on stability and retention. There may be force-shaping actions beyond FY99, but we will strive to continue to retain the highest quality personnel with the right skills to accomplish the mission, now and into the next century.

Excellence In All That We Do

Ch, Lt Col David E. Broyles, Misawa AB, Japan

As I and my chapel staff sat in the IG out brief, we anxiously awaited the results of our inspection. Prior to our results being announced, our Wing had thus far received only Satisfactory and a Marginal ratings. The briefer then came to the chapel. "The overall rating for the chapel is...Excellent!" A roar from the audience came up and a sigh of relief by me. We were the first noticeable in the Wing. "We did good, we did better than good, we did great." In the end our Wing received an overall Excellent, which I might add is no small task. We heard from our few perfectionists, wondering why we did not get an Outstanding. My one and only response, and still is today, "we did not earn an outstanding."

I would like to address the question, and it has been asked of me many times since our IG. "What does it take to get an Outstanding?" A simple question, but with not such a simple answer. It is not enough just to say, the sun, the stars, the moon and the tides have to line up perfectly. The same applies to a chapel staff. Everyone, and I mean everyone, has to be a top notch professional, focused on the mission, have a clear goal and carry their share of the load. To a Wing Chaplain this means, being smart enough to get the best out of our chapel staff. Misawa's Excellent is a result of that. I am proud to say that our rating was truly a team effort.

So why did we fall short of an Outstanding? I believe we can factor in a number of things. First, is the human element, the depth and breadth of experience of the team. If you are short on experience it can be overcome with time and training. Second, having a good track record of sound planning and preparation. Planning does not begin two months prior to the inspection. It needs to begin even before you arrive. Third, a leader who believes and is willing to burn the midnight oil with their troops and finally, keeping Murphy's Law at bay, "That if it can go wrong, it will go wrong."

To receive an Outstanding requires a well oiled, maintained, finely tuned, trouble free machine that is rarely in the shop for repairs or even checkups. Our fighter squadrons have two words for this, "mission-ready." Another word for this is commitment. As Sheila Bethel writes in her book, *MAKING A DIFFERENCE, 12 QUALITIES THAT MAKE YOU A LEADER*, she states that "Commitment is important at every stage of leadership development. It is that intangible ingredient you reach for, deep inside, to help you through the tough times. It is the inner strength that keeps you going when everyone else gives up. And total commitment can create miracles." In our case, it created a team that I am extremely proud of.

The 35th Fighter Wing at Misawa is an excellent fighting machine with lots and lots of outstanding people and programs. When it comes to war fighting the bottom line message is, "Don't Mess With Us," we really know our business.

Professional Continuing Education Reminders

Ch, Col Sharon Freeto, PACAF/HCX

By now all chapels should have received information about upcoming PCEs and professional Chaplain Service Courses. **Please remind those who will be transferring back to CONUS that they receive top priority for these professional training opportunities, but that they MUST remember to fill out their request forms with the gaining base information to ensure that they can take best advantage of their status. Failure to do so could result in delays at the CSI end. You might not get your preferences!**

Senior Chaplains should also take a look at their staff members in terms of who should be attending professional upgrade training at the CSI. There may be some enlisted who should be in the Chaplain Service Support Craftsman Course or some chaplains who should be in the Orientation Chaplain Course or the Intermediate Chaplain Course. The presence or lack of these courses could not only make them more valuable staff members, but could also have long-range career impact. If you have someone who needs to attend one of the courses take the initiative and let us know so we can be advocates with the CSI.

S.O.S. On S.O.S.

Ch, Col Sharon Freeto, PACAF/HCX

The Air Force Chaplain Service gets five Squadron Officer School slots for the upcoming fiscal year. That means that five junior chaplains with not less than 3 years nor more than 7 years total active federal commissioned service at the time of the course; who have already received either their Conditional Reserve Status or Regular Air Force appointment; and are clearly within Air Force weight and appearance standards will go. If you are a chaplain who fits these basic requirements, and are interested in attending **get with your Senior Chaplain** and make your wishes known! This is a great opportunity to work closely with other officers and learn more about the Air Force. The drop dead date for submission of AF Form 3849 (with only that preference noted) to our office is **24 July 1998**. For more info call our office at 449-2840.

Readiness Challenge #7, Summer 1999

TSgt Jerome T. Shoulta, HQ PACAF/HCP

It's not too early to start thinking about Readiness Challenge #7! It will take place in the early part of the summer of 1999 and we (PACAF) are the **defending champions!**

The process of selecting a chapel team to participate in the upcoming Readiness Challenge will be similar to the last one. In January/February, HQ USAF will randomly select a base (using the lottery system) to participate in the games. Whichever base is chosen will be required to assign a chapel team (one enlisted and one chaplain) to participate. It would be a good idea to have an alternate team that is semi-prepared in case of emergency.

Whichever chapel team is chosen will be required to participate in rigorous exercise activities. They will have to be in good physical and mental condition. To help in this process, they will be

assigned TDY to the Civil Engineer Readiness Challenge Team for approximately four ... that's correct four months. In other words, you will not have them as a working resource for the entire period up

through the conclusion of the games. Chapel teams can expect to be away from their home bases for a large part of that four months.

Prior to a team being selected by CE, all base chapels should start considering who would be their primary and alternate teams? How would this impact your mission and what could be done to help during the lost manpower? How frequent and what type of a physical training program should be started now, prior to selection time?

Again, this is purely a heads up at this time and more info will follow as we get closer to the selection date. The main emphasis now is planning. Each chapel will need to identify its teams (in-house) and prepare them accordingly prior to the selection dates. Good luck and **GO PACAF!!**



Equipment Purchasing Changes

TSgt Jerome T. Shoulta, HQ PACAF/HCP

Equipment purchasing issues have recently been brought to the forefront. During our 1998 Command Chaplain's Conference, the Chief of the Chaplain Service indicated that there were to be **"no purchases of equipment through non-appropriated funds"**. This of course, perked our interest and clarification was an utmost priority.

Through surveying AFI 52-101 and subsequently AFI 65-601, volume 1, we have come up with just the clarification we needed.

First, for reference, the following lists what AFI 65-601, volume 1, dated 21 October 1994, **Section M – Chapel and Chaplain Programs** says:

** Special Note ** On the cover page (first paragraph) of AFI 65-601 .. ***"In cases of conflict with other Air Force instructions or policy directives, the funding propriety rules stated here take precedence"***.

4.32. Funding Guidance. Installations that support chapels and chaplain programs will apply the following funding guidance.

4.32.1. Use appropriated funds for major and minor construction, alteration, maintenance and repair of base chapels including the property and equipment provided to support chapel and chaplain programs.

4.32.2. Do not use appropriated funds for provision of food or beverage items (unless specifically authorized by law), except as determined by the senior chaplain to be a necessary or integral part of an authorized religious ceremony.

4.32.3. Do not use nonappropriated funds and/or religious service collections to finance direct mission requirements of the chapel or chaplain programs (See AFI 52-101 for guidance).

The last paragraph would indicate that no equipment items can be purchased through non-appropriated funds unless it is single faith oriented. Being the case, ***no waivers will be given*** by this office to procure equipment through non-appropriated funds (unless single faith oriented). Our policy letter, dated May 8, reflects that.

Homepage Updates

TSgt Jerome T. Shoulta, HQ PACAF/HCP

If you are reading this, odds are you realize that many changes have been occurring to the Command Chaplain's Home Page! We are very excited to offer many of our policy letters (soon all), directives, and command wide correspondence via the web. That makes it extremely important that all personnel routinely browse our pages to see updates, changes and news of interest.

In complying with the Vice President's goal of a paperless Air Force, we will no longer send our Policy Letters, News Letters, or Personnel Rosters on hard copy to the different bases. Command issues will be dealt with computer to computer (or by phone). We hope this will make access to our products more timely and less costly to you (the tax payers).

"So Long, Farewell, It's Been Good to Know Ya"

Ch, Col Sharon Freeto, PACAF/HCX

"There is a time for everything, and a season for every activity under heaven." (Ecclesiastes 3:1) Now is my time for retirement. Shortly after the Fourth of July Bill and I (along with an elderly cat, who has spent most of this wild ride called an Air Force career, ruling our household) will board a plane and fly into retirement and Texas at the same time. (Now that's a strange itinerary if ever there were one)!

I want to take this opportunity to say thank you to all my colleagues (many of whom became friends over the years) for the countless kindnesses showered on me and my family. It was a privilege to serve with you in service both to God and country. What a wonderful calling we have!

Resisting the compulsion to give lots of unsolicited advice, I only want to greet you all as a fellow servant and issue an invitation. If you will be in the D.C. area over the Columbus Day weekend this year you are cordially invited to my retirement ceremony which will be held Saturday, 10 October 1030 at the Military Women's Memorial as a part of the 1998 Women Chaplains' Conference. The thrill of having that special ceremony held at the Military Women's Memorial in the midst of my sister chaplains would be made even more wonderful with your attendance!

God bless y'all. See you in Texas!

Reminder To Submit "People First" Reports

Ch, Col Sharon Freeto, PACAF/HCX

This is a friendly reminder that the quarterly “People First” reports are due to our office for this quarter by **10 June**. These are reports of any new quality of life programs that enhance ministry in a readiness environment or grow out of needs assessments. Information from them is used by the Secretary of the Air Force to keep in touch with our community and as a source of material for briefings and speeches.

When you submit your reports please be sure to include who, what, when, where, how and how many. Submit only those programs which have actually happened. Fax your submissions to Chaplain, Colonel Sharon M. Freeto at 448-3162 or e-mail them to freetos@hqpacaf.af.mil. Call me with any questions at 449-2840.

Contracting Tip

MSgt Edward P. Skrivanek, PACAF/HCX

Government Employees (Active Duty Military Personnel) are prohibited from being awarded an Appropriated Contract. This is per the Federal Acquisition Regulation (FAR), para 3.601. However, there is an exception to this policy in the FAR under para 3.602. If you have no other option but to award the contract to a Government Employee, ensure that you follow the procedures listed in the FAR under para 3.602. Document everything and ensure the contract is approved/reviewed by Legal and Contracting before awarding the contract. You can find the FAR on the web at the following address: <http://www.gsa.gov/far/90-46/html/03PART.HTM>.

How To Keep People Informed

Sourcenote: Jack Fitz-Enz, *The Eight Practices of Exceptional Companies: How Great Organizations make the Most Out of their Human Assets*, (1997), AMACOM, 1601 Broadway, New York, NY 11019.

It's more effective to communicate with employees in the way they prefer. Several years ago, a major West Coast bank surveyed its 1,400 employees on this issue. According to author Jack Fitz-Enz, here is what the bank asked: (See if you can guess what its employees preferred in each category):

1. Rank and rate your level of interest in knowing about these topics:
 - a. Job Performance
 - b. Career Opportunity
 - c. Personnel Policies
 - d. Work & Organizational Change
 - e. Daily Operations
 - f. Company Finances
 - g. Company Strategy & Plans
 - h. Competitor Actions
 - i. General Employee News
2. Rank order whom you want to communicate with about each of these topics:
 - a. Your Supervisor
 - b. A Senior Division Officer

- c. A Senior Staff Person
 - d. The Top Corporate Officer
3. Rank order the method you prefer for each topic:
- a. face-to-face
 - b. A Group Meeting
 - c. Company Memos Or Newsletter
 - d. A Posted Notice

Overwhelmingly, on the topics of greatest interest, the supervisor was the hands-down first choice as the communicator. The most preferred method was face-to-face. (No other form or person came close). They thought job performance and career opportunity were the most important topics. Next came information about personnel policies on pay and benefits.

The next group of topics was information on work and organizational change, daily operations, company plans, and profitability. Of least interest were information on the competition and general company news (personal news and social and recreational items). No difference was found when the data were sorted by sex, race, or job level, although older people have less interest in career opportunities.

“Every subsequent application over a four-year period reinforced the initial conclusion that the supervisor is the cornerstone of corporate-employee communications,” says Fitz-Enz

Training Information Now On The Web

MSgt Edward P. Skrivanek, PACAF/HCX

The USAF Chaplain Service Web Page now has a canned briefing on the Apprentice and Craftsman courses available. It's a good preview for students coming to the next craftsman course. You can access it with the following e-mail address: http://wwwafhc.au.af.mil/html/global_support.html.

Update On AF Form 1270

MSgt Edward P. Skrivanek, PACAF/HCX

Although there is no longer a monthly suspense for the AF Form 1270, HQ USAF/HC requests that: “Installations should continue to maintain collection of 1270 information until further notice. We apologize for any inconvenience or mixed communication signals.”

HQ PACAF/HCX
Programs & Professional
Development Division
Ch, Col Sharon Freeto
MSgt Ed Skrivanek

-PACAF Global Ministry
 Conference
 -UCI Inspections

-Professional Office
 Briefings
 -Climate Assessment
 -Training/Training Issues
 -CFETP Monitor

-Chaplain Schools
 -Professional Military
 Education
 -Enlisted Training Report
 -Support Indicators
 -Professional Programs
 mandated from the Office of
 the Chief of the Chaplain
 Service

-People First Reports
 -In Touch Newsletter
 -Quality Advisors
 -Community Action

Information Board

-Integrated Delivery System
 -Strategic Planning
 -Critical Incident Stress

Management

-Special Programs

**HQ PACAF/HCP
 Personnel, Materiel &
 Readiness Division**
Ch, Lt Col Shelby Taylor
TSgt Jerry Shoulta

-Chaplain Assignments and
 personnel issues
 -MAJCOM deployments
 and exercises
 -CERI Inspections
 -Requests for manning
 assistance
 -Conditional Reserve Status
 -AF Form 3849
 -PACAF/HC Web Page and
 Personnel roster

-Manpower/UMD
 -Reserve Issues
 -Wartime planning and
 manpower requirements
 -Staff Assistance Visits
 -MWR and Chaplain Funds
 -Appropriated & non-
 appropriated fund equipment
 -Contracts
 -Base/chapel closure or
 realignment issues
 -Appropriated budget issues

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Ch, Lt Col Shelby B. Taylor
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